KEEPING AMERICA'S FORCES INFORMED

AFIS 2000
... and beyond

American Forces Information Service
Office of the Assistant Secretary of Defense
(Public Affairs)

American Forces Information Service
http://www.defenselink.mil/afis/

American Forces Press Service
http://www.defenselink.mil/news/

On Assignment
http://onassignment.afis.osd.mil/

Current News Early Bird, Supplement
and Radio-TV Defense Dialog
http://ebird.dtic.mil/

Defense Web Specials
http://www.defenselink.mil/specials/

Armed Force Radio and Television Service
http://www.afrts.osd.mil/

Armed Forces Radio News
http://www.defenselink.mil/news/radio/

Television-Audio Support Activity
URL: http://www.tasa.army.mil/

Defense Information School
URL: http://www.dinfos.osd.mil/

Defense Automated Visual
Information System
http://dodimagery.afis.osd.mil/

Defense Visual Information Center
http://dodimagery.afis.osd.mil/

Joint Combat Camera Center
http://dodimagery.afis.osd.mil/

Stripes News Digest
http://www.slite.stripes.osd.mil/

Pacific Stars and Stripes
http://www.pstripes.osd.mil/

Stars and Stripes Consolidated
Newspapers (Central/Europe/Pacific)
http://www.readstripes.com/
(Effective May 2000)

Stars and Stripes Consolidated
Newspapers (Central/Europe/Pacific)
http://www.readstripes.net/
(Effective May 2000)

Letter from the Director of AFIS

Last year's "AFIS 2000" was a relatively short-term look at what we needed to do fairly quickly to position AFIS to meet our imminent internal communications challenges. Most of the initiatives we listed have been accomplished.

"AFIS 2000 and Beyond" is our strategic plan for the future. On pages 30 and 31, we've listed some assumptions about the nature of our customers and the types of technologies that will drive the ways in which we are going to communicate with our various internal audiences. We have also tried to assess the special communications needs of our fighting forces across the ranges of contingencies and operations in which they may deploy. These assumptions drive the initiatives in our 5-year strategy, found on pages 32 and 33.

One of our great challenges is positioning ourselves to be ready for rapidly changing opportunities. With major technological advances occurring every few months, as opposed to every few years and even decades in the past, we must work vigilantly to identify and adopt those that truly enhance our capabilities.

But equally important, in view of ever-diminishing resources, it is imperative that all of us – the Services, CINC-PAs and OSD work together on common goals and projects and seek ways to jointly resolve common problems. In making the AFIS strategic plan available to the entire Public Affairs community, my hope is that it will spark discussion, help us identify common goals and projects, and lead to common solutions. I want to hear from you. Please send comments and ideas to me at cbernath@hq.afis.osd.mil.

Here's to the future!

Clifford H. Bernath
Director

Mission

The mission of American Forces Information Service (AFIS) is to provide high-quality news, information, and entertainment to U.S. Forces worldwide in order to promote and sustain unit and individual readiness, quality of life and morale. AFIS trains public affairs, broadcast and visual information professionals, and provides communications services to support the informational needs of commanders and combat forces through the entire range of military operations and contingencies.

Initiatives

❏ Take a leadership role in promoting cooperation among the Military Services in all aspects of internal communications.

❏ Ensure that access to AFIS products by internal audiences is free (or lowest possible cost) and consistent among all commands/Services.

❏ Make AFIS (and its products) a "household name" to all audiences

❏ Make "CommLink", the OSD communications plan, an online reality

Vision

Keep the American Armed Forces the best informed Armed Forces in the world.

MEDIA OPERATIONS DIRECTORATE (MO)

COL Mitchell E. Marovitz, USA
DSN 328-0295; (703) 428-0295
E-Mail: memarovitz@hq.afis.osd.mil

Mission

Focus and integrate all AFIS internal communications resources on the information priorities of the Secretary of Defense and the DoD leadership.

Vision

Lead DoD in planning, developing, integrating, and delivering information products that satisfy the information needs of our internal audiences.

Functions

- *Identify DoD internal communication priorities.*
- *Determine the DoD message. Shape and package information for target audience.*
- *Focus AFIS information resources to achieve maximum DoD message impact.*
- *Deliver and assess value of information products.*
- *Establish DefenseLink as DoD's primary information tool for internal and external communications.*

Initiatives

- Establish inter-Service internal information planning group.
- Develop and implement the AFIS communication plan.
- Seek new ways to communicate via DefenseLink.
- Improve coordination with the CINC's to meet their information requirements.
- Incorporate immediate feedback capability within press and Web products. Survey internal DoD audience for depth of Internet penetration and reach of AFIS information products.
- Publish Defense Almanac online.
- Continue focus on establishing strong working relationships with OASD(PA) Directorates forPlans and Defense Information; become an integral part of the public affairs planning and response process.

ARMED FORCES RADIO AND TELEVISION SERVICE HEADQUARTERS (AFRTS-HQ)

Mr. Melvin W. Russell
DSN 328-0617; (703) 428-0617
E-Mail: russell@hq.afis.osd.mil

Mission

Communicate DoD policies, priorities, programs, goals and initiatives; provide U.S. television and radio news, information and entertainment programming to DoD service members overseas and onboard Navy ships, civilians and their families overseas.

Vision

Provide "touch of home" radio and television news, information, and entertainment programming to DoD personnel wherever they are serving overseas.

Functions

- *Plan, produce and disseminate radio and TV information products and spot announcements.*

- *Provide oversight, policy, and resources control for the AFRTS Broadcast Center and the Television-Audio Support Activity.*

- *Provide oversight and policy for the world-wide AFRTS system.*

- *Plan and execute wartime and contingency missions.*

Initiatives

- Work with the Services and CINC's to ensure AFRTS products are delivered to DoD personnel at the lowest cost to customers and as equitably as possible across commands.

- Support TV Direct to Sailors (TV-DTS) deployment, and use TV-DTS for satellite direct-to-home service and data-casting.

- Update radio and TV contingency/wartime equipment based upon new digital technology and new satellite services. Reorganize and relocate the AFRTS Contingency Detachment, McClellan Air Force Base, as required.

- Reduce AFRTS contracted communication costs.

- Expand and increase AFRTS News Center internal/command information products and improve effectiveness of spot airings.

ARMED FORCES RADIO AND TELEVISION SERVICE BROADCAST CENTER (AFRTS-BC)

Col Ray B. Shepherd, USAF
DSN 348-1201; (909) 413-2201
E-Mail: shephrb@dodmedia.osd.mil

Mission

Communicate DoD policies, priorities, programs, goals, and initiatives by providing U.S. television and radio news, information and entertainment programming to DoD service members overseas and onboard Navy ships, civilians and their families overseas.

Vision

Disseminate radio and television news, information, and entertainment programming to the DoD audience wherever in the world they serve.

Functions

- *Provide Command Information capability to commanders in the field.*
- *Acquire, schedule, and distribute news, sports, entertainment, religious, and DoD internal information programming without censorship, propagandizing, or manipulation.*
- *Maintain liaison with broadcast and allied industries.*
- *Distribute program scheduling information and publicity.*

Initiatives

- Automate multi-channel acquisition, scheduling, and play-back processes into a tapeless environment. Reorganize AFRTS-BC staff to fit the new automated environment.
- Conduct a comprehensive survey to determine customer desires, improve customer feedback, enhance our relationships with the broadcast industry, and develop the best strategies to maximize viewership.
- Improve cooperation with Stars & Stripes. Create an AFRTS advocacy program with overseas affiliates to assist our marketing program.
- Optimize Web technology to expand user-friendly, redundant, rapid customer access to our Web site.
- Explore use of new broadcast technology to further streamline/improve our operations.

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TELEVISION-AUDIO SUPPORT ACTIVITY (T-ASA)

COL Jose A. Rodriguez, USA
DSN 633-4444; (916) 643-4444
E-Mail: cdr@tasa1.army.mil

Mission

Serve as the designated source throughout DoD for immediate and unique procurement of broadcast and visual information equipment and systems. Provide engineering, acquisition, logistics, and commodity management support for normal and contingency broadcast and visual information operations of DoD, the military services, and the CINC's.

Vision

Deliver quality broadcast and visual information equipment, supplies and services to our customers in a rapidly changing high technology environment.

Functions

- *Design/procure/install/support radio and television, visual information, media archival/storage/duplication, and combat camera systems with commercial, off-the-shelf equipment and supplies.*
- *Procure commercial broadcast entertainment and programming for DoD personnel deployed overseas.*
- *Provide lifecycle and logistics support for broadcast and visual information equipment.*

Initiatives

- Implement electronic commerce initiatives in coordination with Head Contracting Authority (HCA); conduct training, evaluations, and implementation of the Standard Procurement System (SPS) as the contracting office operating system.
- Implement an E-Mall for T-ASA products and services.
- Develop on-line, full-service, automated T-ASA and customer interface.
- Improve processes, consolidate DFAS transaction office, implement IDIQ contracts, utilize equipment integrators, and award an improved Engineering Services Contract.
- Complete BRAC funded T-ASA warehouse construction ($600K BRAC), and transition to contractor operation of warehouse.
- Evaluate and expand contracted English language lab installations worldwide.
- Keep pace with changing technology, logistics, and procurement methods.

DEFENSE VISUAL INFORMATION DIRECTORATE (DVI)

COL Mitchell S. Ross, USA
DSN 328-0632; (703) 428-0632
E-Mail: msross@hq.afis.osd.mil

Mission

Ensure that high-quality visual information (VI) products, including Combat Camera (COMCAM) imagery depicting U.S. military activities and operations, are available and rapidly distributed throughout DoD to support warfighting; to promote and sustain unit and individual readiness and training; and to inform the American people about the roles, missions, and activities of the U.S. military.

Vision

Integrate the Visual Information communities and products to better serve the information needs of all DoD customers and audiences.

Initiatives

- Work with VI and PA leadership to ensure VI products better support both communities.
- Make the Web the primary means of collecting and distributing VI products.
  - Put the Defense Visual Information Center inventory online.
  - Stream Joint Combat Camera Center video online.
  - Expand demand for DoD imagery on DefenseLink.
- Host the "VI 2000" Conference and conduct the DoD VI Production Awards competition for products created during 1998 and 1999.
- Produce multimedia CD-ROM collections that focus on specific military missions and programs.
- Encourage NATO production sharing.
- Update DoD VI and COMCAM policy.
- Sell imagery to non-DoD audiences via electronic commerce.

Functions

- *Exercise OSD staff responsibility for current imagery, record imagery and media product distribution.*
- *Publish DoD imagery and manage related databases.*
- *Develop and publish VI-related DoD Directives, Instructions, and Manuals.*
- *Manage the DoD Joint COMCAM Program.*
- *Manage the DoD VI Program.*

DEFENSE VISUAL INFORMATION CENTER (DVIC)

Mr. David B. Gebhardt
DSN: 348-1505; (909) 413-2505
E-Mail: gebhadb@dodmedia.osd.mil

Mission

Collect and preserve significant imagery of DoD operations, activities, personnel and equipment and make them available worldwide in order to promote and sustain unit and individual readiness and training, and to inform the general public about military activities. The Defense Visual Information Center (DVIC) is the designated VI Records Center for DoD.

Vision

Become the pre-eminent source of DoD record imagery for government customers and the public by providing easy online access to all holdings.

Functions

- *Access, preserve and distribute DoD imagery.*
- *Ensure access to imagery via the Web, CD-ROM and hardcopy.*
- *Sell stock imagery to news organizations and commercial enterprises.*
- *Manage classified visual information products.*

Initiatives

- Increase DVIC's online presence.
- Deliver searchable Web-based catalog of all cleared still and motion media holdings.
- Complete online customer work order program.
- Establish process to accept credit card payments via the Web from commercial clients.
- Work with the Component Accessioning Points to develop a Web-based still image accessioning process.
- Take the lead in developing new CD-ROM replication and production contracts.
- Produce CD still imagery collections employing more multimedia elements.
- Use the DVIC's most popular motion media holdings to populate its Motion Media Server.
- Make media offerings to the National Archives.
- Secure the authority to clear selected imagery for public release.

JOINT COMBAT CAMERA CENTER (JCCC)

LT John Deditius, USN
DSN 225-7118; (703) 695-7118
E-Mail: jfdedit@hq.afis.osd.mil

Mission

Serve as the designated DoD activity for rapidly receiving and processing current imagery from deployed Combat Camera teams during wartime and contingency operations. The JCCC distributes current imagery to military commanders, the DoD, the National Command Authority, and the American public.

Vision

Establish Combat Camera still and motion imagery as major components of the DoD information and communications programs.

Functions

- *Collect and distribute Combat Camera still imagery through the JCCC Web site.*
- *Collect and distribute video imagery to DoD customers and OASD (PA) for civilian news organizations.*
- *Coordinate with deployed Combat Camera units.*
- *Coordinate with Component Accessioning Points and the Defense Visual Information Center.*

Initiatives

- Work with Services to improve acquisition of cleared imagery and develop procedures for selecting appropriate images for posting on DefenseLink and public websites.
- Work with Services and CINC's to standardize training, deployment, and use of Combat Camera personnel and products.
- Establish JCCC displays on the concourse at each of the main entrances from the parking lots and Metro.
- Improve the means of cataloging, searching for, and delivering video imagery for DoD customers through the use of the Video Media Management System (VMMS).
- Continue to provide mobile and on-site training for Combat Camera field units on video and still imagery transmission and the use of transmission equipment.
- Plan for the implications of the Pentagon renovation on JCCC operations.

JOINT VISUAL INFORMATION SERVICES DISTRIBUTION ACTIVITY (JVISDA)

Mr. Dennis M. Surace
DSN 795-7828; (570) 895-7828
E-Mail: dmsurace@hq.afis.osd.mil

Mission

Reproduce and distribute to U.S. Forces worldwide current visual information and other multimedia training products created by the military services. Serve as the designated DoD activity for the lifecycle management of these products.

Vision

Become the "One-Stop-Shop" distribution point for current visual information and multimedia training productions in support of U.S. Forces worldwide.

Functions

- *Reproduce and distribute training and other visual information and multimedia products.*
- *Process reorders/loan requests.*
- *Reproduce and distribute classified productions.*
- *Manage the lifecycle of visual information and multimedia products.*

Initiatives

- Upgrade information technology systems to increase the efficiency of servicing DoD customers.
- Establish a virtual office on the Internet to improve the production and distribution of visual information and multimedia products.
- Develop a Performance Work Statement (PWS) for a videotape replication/packaging contract to save operating costs and reduce replication time.
- Improve service and reduce resource requirements.

DIRECTORATE FOR POLICY AND ALLIANCES (P&A)

Dr. Joan Keston
DSN 328-0722; (703) 428-0722
E-Mail: jbkesto@hq.afis.osd.mil

Mission

Identify areas of common internal information goals and initiatives throughout DoD and develop intra-Service partnerships and alliances to improve coordination in accomplishing DoD internal information programs, policies, and initiatives.

Vision

Multiple alliances, partnerships and cooperative efforts facilitate a more effective DoD internal information program.

Functions

- *Establish alliances and partnerships with DoD, intergovernmental, and nongovernmental agencies with interests in common with AFIS.*
- *Identify and advance initiatives that will benefit DoD internal information programs.*
- *Provide DoD-wide internal information policy coordination.*
- *Design and conduct independent studies.*

Initiatives

- Develop alliances within DoD, interagency and other networks to maximize resources and the use of new technologies.
- Coordinate with the services to ensure consistency and currency of internal information programs, policies and directives.
- Promote the exchange of knowledge to advance technological and organizational change initiatives.
- Design, conduct and manage independent studies and special projects.

TRAINING DIRECTORATE (TD)

Mr. Eugene J. Harper
DSN 328-0607; (703) 428-0607
E-Mail: ejharpe@hq.afis.osd.mil

Mission

Coordinate service public affairs and visual information training requirements for integration into the Defense Information School curriculum and into contract university training to ensure joint training effectiveness and produce qualified graduates to support joint and service missions worldwide.

Vision

Foster a closer working relationship with service public affairs and visual information leadership to ensure responsiveness to dynamic joint and Service-specific training requirements and a more disciplined quota projection and management process.

Functions

- *Coordinate with the Military Services and other customers on public affairs and visual information training.*
- *Establish policy and guidance for joint-service public affairs and visual information training.*
- *Analyze, plan for, and evaluate instructional technologies.*
- *Provide management oversight of contract university training.*
- *Formulate, justify, and validate long-term resource requirements.*

Initiatives

- Validate instructor staffing requirements.
- Implement and evaluate a distance learning pilot.
- Develop more effective procedures to project instructor staffing.
- Develop prototype simulation for camera repair instruction.
- Conduct follow-up study of ethics training.
- Post listing of Training Programs of Instruction (TPI) to AFIS/DINFOS Intranet sites.
- Establish alliances with local university mass communications departments for future collaborative efforts.
- Establish joint Lessons Learned component for Public Affairs in conjunction with Military Service Public Affairs organizations.
- Establish Service/AFIS/DINFOS working group to study improvements to the student quota management system.
- Review Oklahoma University Joint Course in Communication contract for renewal in FY02.

DEFENSE INFORMATION SCHOOL (DINFOS)

COL Larry F. Icenogle, USA
DSN 923-2173; (301) 677-2173
E-Mail: icenoglel@dinfos.osd.mil

Mission

To train military and civilian personnel within DoD, other federal agencies, and selected foreign nations in public affairs and visual information career fields. DINFOS provides basic and advanced training in the principles, techniques and applications of public affairs, journalism, broadcasting, combat documentation, visual information and photography, as well as photographic and broadcast systems maintenance.

Vision

Produce highly-trained, qualified public affairs and visual information practitioners who meet all service-established training competencies, and support commanders across the full range of military and operational contingencies.

Initiatives

- Expand distance learning modules for Reserve Component Public Affairs Officers Course.
- Administer Military Photographer of the Year and Thomas Jefferson Awards competitions and conduct the Military Photography Workshop.
- Automate the School's Technical Reference Center.
- Increase use of "off-the-shelf" CD-ROM-based instruction for the preparatory Journalism course and other purposes.
- Expand our 3-tiered Technology-Enabled Instruction (TEI) initiative to develop an in-house TEI capability, to upgrade courses and offset military instructor cuts.
- Upgrade external survey program and internal assessment mechanisms.
- Re-tool Reserve Component training courses.
- Outsource all "non-teaching" support and explore further outsourcing/contracting opportunities.

Functions

- *Develop course curricula and train students in accordance with service requirements.*
- *Develop exportable training, remediation tools, and outreach programs (Mobile Training Teams and Technology-Enabled Instruction).*
- *Military ethos inculcation for all DINFOS students.*

INFORMATION RESOURCES MANAGEMENT DIRECTORATE (IRM)

Mr. Richard A. Silva
DSN 328-0630; (703) 428-0630
E-Mail: rasilva@hq.afis.osd.mil

Mission

Design, install and maintain reliable and cost-effective information technology systems to support and sustain OASD(PA) and AFIS missions and functions. Assist directors in translating mission requirements into information technology solutions.

Vision

Provide the support necessary for each organizational element to reach its vision by efficiently implementing information technology solutions based on sound, cooperative planning and a cohesive information technology architecture.

Functions

- *Maintain, manage, and secure IT systems, programs, and assets.*
- *Develop, operate, and improve the technical infrastructure of DefenseLink and CommLink.*
- *Evaluate and apply new technology while maintaining a cohesive IT architecture.*
- *Budget and plan for IT resources.*
- *Develop and disseminate information technology policy and guidance.*

Initiatives

- Implement improved upload and approval procedures, and new JCOC redesign for DefenseLink.
- Implement CommLink with on-going updating of quotes and messages, and on-line Public Affairs Guidance access.
- Establish an AFIS-wide Information Technology (IT) security program; get all sites accredited. Establish an AFIS IT COOP.
- Complete development of the AFIS target IT architecture and software development standards.
- Implement an AFIS-wide Web-based IT planning system.
- Implement a prototype streaming video capability for visual information.
- Redesign the JVISDA order processing system.
- Upgrade and improve the current AFIS HQ local area network. Complete e-mail connectors to DVIC and T-ASA.
- Complete life cycle replacements and upgrades throughout AFIS, as budgeted.
- Establish an IT planning group with representatives from each AFIS activity.

RESOURCE MANAGEMENT DIRECTORATE (RM)

Mr. James K. Ashcraft
DSN 328-0563; (703) 428-0563
E-Mail: jkashcr@hq.afis.osd.mil

Mission

Ensure proper management of fiscal and human resources, facilities and other support assets necessary to sustain all AFIS missions and functions.

Vision

Provide all support necessary to help ensure that AFIS remains the premier and pivotal agency for all aspects of internal information within DoD. Proactively work to continuously improve AFIS resource management.

Functions

- *Provide internal AFIS resource management guidance and oversight.*
- *Provide budget and financial management and support.*
- *Provide civilian and military personnel, manpower, and organizational management support.*
- *Provide logistics management and support.*
- *Provide administrative management and support.*
- *Manage special resource projects and programs.*

Initiatives

- Complete automation and integration of the AFIS budget process.
- Seek opportunities to electronically provide general interest information to AFIS employees.
- Seek opportunities to implement process improvements in electronic records storage and management.
- Seek ways to help ensure AFIS field activity resource management points of contact are always adequately informed.
- Seek ways to improve liaison and partnership relationships with those organizations that provide resource support to AFIS and seek opportunities to work with them to improve support processes that affect AFIS.

PLANS AND PROGRAM ANALYSIS DIRECTORATE (PPA)

Mr. George M. Webb
DSN 328-0078; (703) 428-0078
E-Mail: gwebb@hq.afis.osd.mil

Mission

Provide corporate strategic planning to enhance AFIS′ abilities to improve the quality, effectiveness, and efficiency of its products and services. Evaluate, through program analyses, the quality of AFIS′ operations, products, and services to ensure they meet the customers′ needs and are accomplished in the most efficient manner.

Vision

Have an evolving strategic plan that ensures AFIS is organized, manned, and resourced to efficiently meets its customers′ requirements for high quality products and services.

Functions

- *Manage the AFIS corporate planning process.*
- *Manage the AFIS Continuity of Operations Plan (COOP).*
- *Conduct studies to ensure AFIS′ current and planned practices maximize the effective and efficient use of resources in providing quality products and services to AFIS′ customers.*
- *Plan and facilitate AFIS′ Director′s Conference.*

Initiatives

- Test and update, as required, the AFIS Continuity of Operations Plan (COOP).
- Update the AFIS Strategic Plan.
- Conduct a study of visual information products and services throughout AFIS and make recommendations to the Director.

People

❏ *Continued turnover in the DoD workforce will affect AFIS training and information mission.*
- ● *Percentage of part-time personnel will grow.*
- ● *Contractors will account for a greater percentage of overall Defense work-years.*
- ● *Increased use of alternative work arrangements (flexiplace, flexi-time, seat management, work-at-home, etc.)*
- ● *More entry-level, continuing, and cross training will be needed.*

❏ *The new AFIS customer (the computer/technical generation) will have different information needs and expectations.*
- ● *Greater likelihood of seeking information on the Web, vs. use of traditional information resources (books, newspapers, magazines, libraries)*
- ● *More expectation of immediate gratification in finding and viewing information (more graphics, less text)*
- ● *Non-linear approach to information (hyperlink vs. "beginning-to-end" methodology).*
- ● *Expectation of high-tech options (e-mall/commerce, chats, streaming audio/video, multimedia)*
- ● *The broadcast audience will expect time-shifting and on-demand programming with custom views.*

Policy

❏ *DoD will continue to downsize.*
- ● *Shrinking budgets*
- ● *Shrinking personnel strengths*
- ● *Increased competition for dollars and resources for internal information products and services*
- ● *Continued emphasis on outsourcing*

❏ *Security concerns will continue to challenge the AFIS mission of providing maximum information to worldwide internal audiences.*
- ● *User needs increasingly balanced against security precautions*
- ● *Increased use of NIPR/SIPRnets will constrain DoD presence on the Internet*
- ● *The delta between Internet and NIPR/SIPRnet bandwidth will grow and increasingly become a design consideration.*

❏ *DoD drive toward a standard procurement system will continue.*
- ● *Increased standardization of hardware and software across OSD and DoD*

❏ *Military Operations*
- ● *Requirements to support humanitarian, peacekeeping, and disaster relief missions will continue at a high pace.*
- ● *The "globalness" of the AFIS audience will impact policy decisions about information on the Web*
- ● *The number of overseas sites served by AFIS will grow as the overall number of persons served at each site shrinks.*

Technology

❏ *Technology will continue to drive hardware and software in the direction of smaller-faster-cheaper.*

❏ *Traditional lines between print, video, broadcast, and Web products will continue to fade.*

❏ *Internet bandwidth will continue to be a limiting factor in electronic delivery of news, information and entertainment products.*

❏ *Digital TV (DTV) and High Definition TV (HDTV) will become more popular as prices drop.*
- ● *The width-to-height ratio of all the screens we look at will change from 4:3 to 16:9 — a wider picture.*

❏ *Electronic "books" will mature and challenge hardcopy print media products for reader acceptance.*
- ● *Electronic ink*
- ● *Replacement of traditional glass screen technology*
- ● *E-books will become as easy to carry and use as paperbacks.*
- ● *Increased electronic products*
- ● *Merging of "reader" and other technologies in a single product (music, organizer, Web browser)*

❏ *"Paperless" DoD will continue to be the goal.*
- ● *Increased digitization of information systems will impact delivery of products to AFIS audiences.*
- ● *Increased electronic publishing and distribution will replace conventional media.*
- ● *The National Archives will develop policy and standards on digital records, and begin to accept digital imagery.*

AFIS Command Initiatives 2001 - 2005

Selected Initiatives from AFIS's Five Year Plan

Internet

- Work with OASD(PA) to establish DefenseLink as the DoD Portal. Integrate the design and functionality of AFIS Web sites to improve customer access to our products and services.
- Provide real-time, individual customization of on-line products. Provide increased video streaming of AFIS products. Explore use of chat rooms and interactive "town meetings" with Defense officials.
- Explore/implement electronic commerce initiatives, including E-Mall, for audiovisual contracting and equipment procurements and for delivery of other AFIS products and services.
- Establish SIPRNET connectivity for the Joint Combat Camera Center (JCCC) and other AFIS Web sites in order to make AFIS products and services more accessible to users on secure Web sites.
- Establish real-time delivery of both still and video imagery from the field to the JCCC. For the first time, deliver more motion imagery to customers over the Internet than by postal means.
- Develop Web sites on total force integration, DoD civilian personnel contributions, Defense strategy, Korean War anniversary, and family advocacy programs.

Broadcast and Visual Information

- Transition from analog to all-digital media storage and delivery.
- Improve satellite distribution.
- Increase SATNET channel capacity.
- Establish real-time delivery of imagery from the front lines to the JCCC.
- Continue joint Research and Development (R&D) with the USAF regarding satellite distribution for on-demand delivery of VI products.
- Assemble and deploy a mobile archivist scanning team to acquire digital masters throughout the DoD community.

Training

- Establish career continuing education Web sites for DINFOS faculty and graduates.
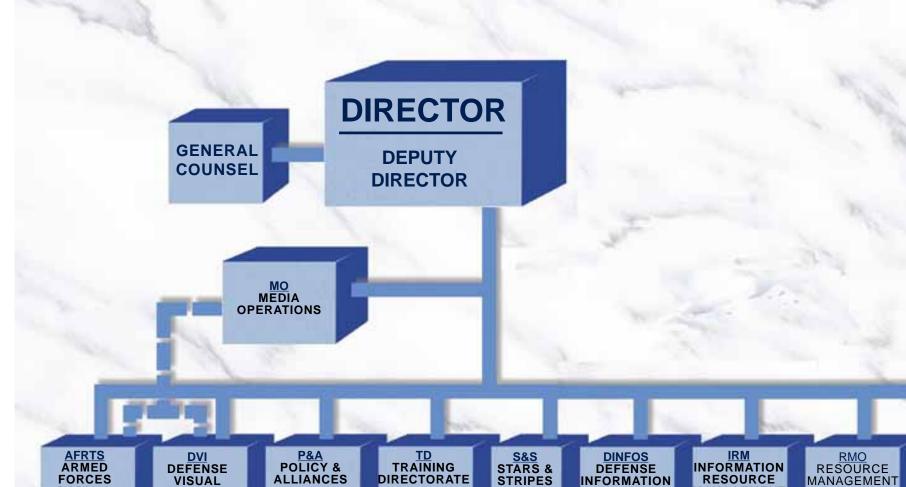- Export DINFOS resident Technology-Enabled Instruction (TEI) efforts to distance learning delivery.

- Fully develop and integrate TEI into the DINFOS resident course curricula.
- Further develop the relationship—at all levels and among the services—between the Public Affairs and Visual Information communities.
- Establish Service/AFIS/DINFOS working group to study improvements to Training Task Selection Board (TTSB) process.
- Expand the use of simulation in broadcast and photographic maintenance training.

Improve Services and Coordination

- Work with service and CINC PA's to ensure AFRTS products are delivered to DoD employees overseas consistently across commands and as low-cost to customers as possible.
- Enhance coordination with services and combatant commands. Host internal information planning seminars.
- Conduct a comprehensive AFRTS survey to determine customer desires, improve customer feedback, and develop the best strategies to maximize viewership.
- Establish a virtual private network (VPN) that will link news/information producers and outlets across DoD. The VPN will increase the coordination and sharing of products at every level.
- Enhance relationships with the broadcast industry to ensure reinforcement of the importance of their contribution to out mission.
- Collaborate with the National Archives and Records Administration on the establishment of standards for accessioning digital imagery into the Archives' collection.
- Improve Wartime/Contingency Systems.

Products

- Establish an electronic kiosk in the Pentagon that will play continuous video loops in order to further educate Pentagon visitors and employees about Defense activities.
- Develop capacity to automatically generate additional multimedia source material to accompany press articles.

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                          DIRECTOR
GENERAL                   DEPUTY
COUNSEL                   DIRECTOR


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        MEDIA
        OPERATIONS
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| AFRTS ARMED FORCES RADIO & TELEVISION SERVICE | DVI DEFENSE VISUAL INFORMATION | P&A POLICY & ALLIANCES | TD TRAINING DIRECTORATE | S&S STARS & STRIPES | DINFOS DEFENSE INFORMATION SCHOOL | IRM INFORMATION RESOURCE MANAGEMENT | RMO RESOURCE MANAGEMENT OFFICE | PPA PLANS AND PROGRAM ANALYSIS |

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AFRTS          TELEVISION-    DEFENSE        JOINT VISUAL   JOINT
BROADCAST      AUDIO          VISUAL         INFORMATION    COMBAT
CENTER         SUPPORT        INFORMATION    SERVICES       CAMERA
(AFRTS-BC)     ACTIVITY       CENTER         DISTRIBUTION   CENTER
               (T-ASA)        (DVIC)         ACTIVITY       (JCCC)
                                             (JVISDA)
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